

PERSONNEL

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PERSONNEL POLICY

SUPERVISION

1. Enlightened management recognizes that an organization, whatever its mechanical resources, must rely upon people to accomplish its purpose. Success in such accomplishment depends upon obtaining and retaining competent personnel. As a general rule, people function best and tend to wish to remain in job situations in which they can feel they are making a contribution to a worthwhile goal, and in which they are treated with dignity, courtesy, and interest. Achieving such a job climate is primarily a matter of proper supervision.

2. This organization spends a great deal of money and effort in recruiting and training the people needed to carry out its mission. To the end that this investment is wisely used, supervisors must recognize that an inherent part of their job is to make possible the maximum utilization of the Agency's human resources through continuous alertness to the effectiveness of its employees in terms of both job performance and satisfaction. Formal, centrally administered programs for the evaluation of employees, correction of misassignments, and employee counseling will not compensate for failure on the part of individual supervisors for accepting their responsibilities in these matters and carrying them out in an effective and timely manner.

3. During the present relatively stable state of the organization, supervisors have begun to assess the relative capabilities of employees assigned to their activities. This review has revealed some individuals who, for one reason or another, do not now appear to measure up to the level of competence which *must* be the standard for continued employment. *not only must* When such cases are given an impartial and highly critical review, *but it is* however, I find that in many instances immediate and secondary supervisors *important* have either *take not* ~~shirked~~ or overlooked the necessity for straightforward dealings with such individuals.

4. The main responsibilities of a supervisor include the following: laying out work programs, providing on-the-job training, pointing out deficiencies and assisting employees to correct them on a day-to-day basis, recommending promotions, rotations, and training when appropriate, reviewing production, assisting employees in adjusting to working environment, helping employees to prepare for advancement, and frankly discussing with personnel their job performance, attitudes and conduct. Supervisory personnel will be evaluated, to a large degree, by their supervisors in relation to their effectiveness as a supervisor and manager. Those who are unsatisfactory in this regard may expect to be reassigned to non-supervisory positions or released from the organization on the basis of unsuccessful job performance.

Allen W. Dulles

Director